

# **Air Force Reserve Command**

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c e**



**Officer  
Promotion  
s Update**



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# Overview

- **Building a Competitive Record**
  - Increasing Responsibility
  - Performance (OPRs)
  - Awards and Decorations
  - Promotion Recommendation (PRFs)
  - Mentor
- **FY04 AFR SelRes Colonels Board**
  - Results by Line Competitive Category
  - PRF Impact
  - Quality Combinations
- **Help Needed**

# **Air Force Reserve Command**

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**Progressive  
Responsibility**

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# Responsibilities

## ■ General Comments

- Place your best people in the best jobs
- Ensure responsibilities match grade > next grade
- Make the tough call
- Be willing to “push” your best people

## ■ Questions to Answer

- Is what the person does important?
- Are they stagnant or have lots to offer?
- Mission impact? Unit, Guard/Reserve, Air Force

***Tough challenge in Reserve Components - but, to advance your best, give your best the biggest jobs***

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**Performan  
ce  
(OPRs)**



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# OPR Basics

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## ■ Questions to Answer

- **What does he/she do?**
- **How does he/she do it?**
- **Results/Impact on mission?**
- **Who's the audience?**

## ■ General Comments

- Document and hold accountable behavior
- Record performance and potential
- OPRs are permanent part of record
- Used by boards
- Write in understandable terms - to the READER



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# OPR Content

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- **Everything is measurable in terms of...**
  - **Quality:** best, most successful, top %, stratify #1 of \_\_
  - **Quantity:** scope of effort and effect
  - **Time:** hours saved, ahead of schedule
  - **Cost:** man hours, \$\$, resources

***How does this officer's performance compare to that of their peers?***



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# Writing Style

- Put your bottom line(s) first
  - Stratify, potential, leadership, next job, command, school
- Structure must be easy to understand
  - What - How - Impact
- Active voice--who did what to whom
- Don't fall victim to “pride of authorship”
- Avoid wide open spaces, watch punctuation
- **Don't write in functional language**

*Integrity - Service - Excellence*



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# Writing Style

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- Clearly state recommendation for next job
  - “Challenge him with the toughest jobs”
  - “Make him a squadron commander”
  - “My #1 pick for squadron command”
- Ownership/enthusiasm convey conviction
  - “My #1 pick for command!” vice “Ready for Command”
- Credibility
  - “My #1 CGO of X”—use it only once



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# Mentor

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- Know **YOUR** Selection Folder
- Participation
- Professional Military Education
- Advanced Academic Degrees
- Letters to the Board
- Look for Job Opportunities

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**Promotion  
Recommendati  
on (PRFs)**





# PRF Considerations

## Do

- Cover entire career
- Explain inconsistencies or unique items
- Emphasize proven leadership, future potential
- Show impact, use specifics (people, dollars)

## Don't

- Repeat what's on the selection brief
- Leave any blank lines, use all 9 with impact
- Send mixed signals
- Over-exaggerate (people, dollars)



# Link between OPR and PRF

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- PRFs are largely based on contents of OPRs
- OPRs support the PRF
- Strong OPRs = Strong PRF
- “DP” cannot overcome weak OPR



# PRF Content

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- Numerical ranking extremely useful
  - Establishes credibility of rater
- The PRF does not equal promotion authority
- Promotion boards will consider the entire record
- Your #1 may not be among the best qualified overall



# PRF Content

- The PRF is **YOUR** chance to speak directly to the promotion board
- **State pushes:** Stratification, potential, leadership, next job, command, school
- Need hard-hitting **specifics**, not generalities
- Keep to basics
  - **What** did they do, **how** well did they do it, **what was results** on mission

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# PRF Content

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- PRF/OPR word picture should agree
- Discrepancies between word picture and PRF need to be explained
  - “Do Not Promote” with strong PRF causes confusion
  - Explain your “Do Not Promote”—don’t make the board guess
- Bullet format, action-oriented phrases

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**Awards  
and  
Decoratio  
ns**





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# Awards and Decorations

## Considerations

Do

- ★ Recognize meritorious service, outstanding achievement, acts of heroism
- ★ Base award on level of responsibility, performance
- ★ Award only one decoration for same act, achievement, period of service
- ★ Consider extended tour policy

Don't

- ★ Submit as token “do something for your people”
- ★ Establish preconditions for award
- ★ Use military decorations for incentives

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**FY04  
Colonels  
Board**





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# Overview

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- **FY04 Colonels Board**
  - **Results Review by Line Competitive Category**
  - **PRF Impact**
  - **Quality Combinations**
  
- **Where We Need Your Help**

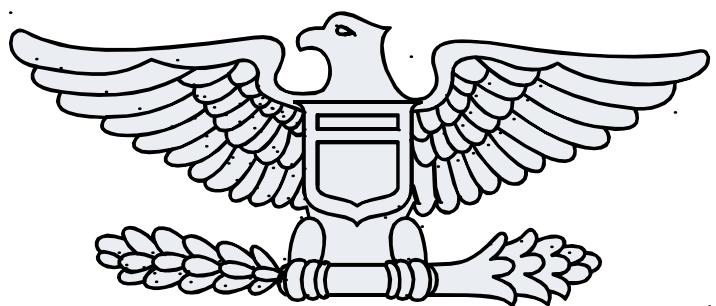


# FY04 AF Reserve SelRes Colonel Board ~~Selects~~

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**FY04**



**Line  
203  
Health**

**72  
JAG  
Total  
304 plain**



# FY04 AF Reserve SelRes Colonel Board PRF Distribution



## Selected Reserve Board

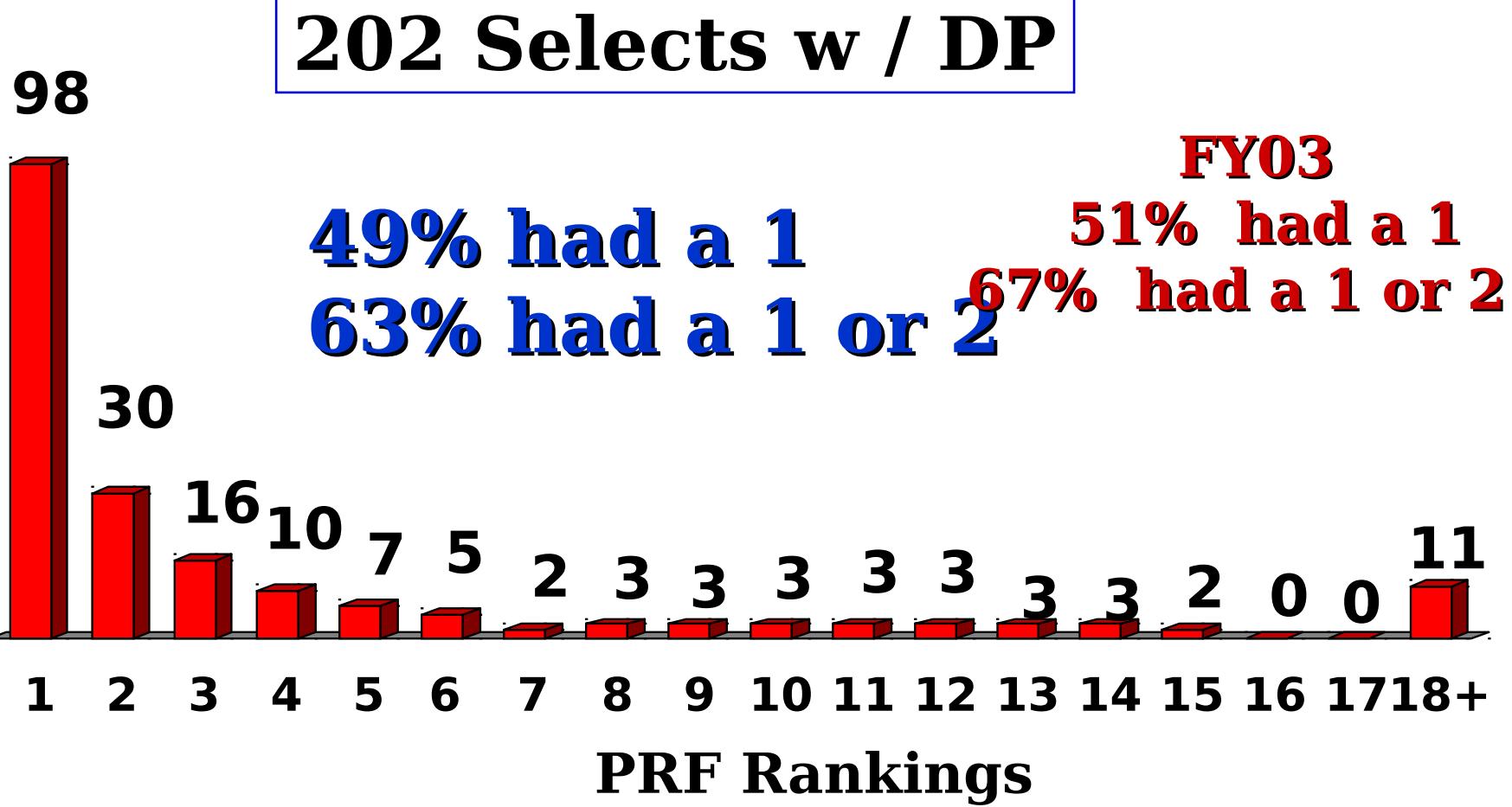
Comp Cat	DP			P		
	Given	Selects	Select Rate	Given	Selects	Select Rate
Line	423	202	48%	563	1	<1%
Nurse	32	23	72%	94	1	1%
Dental	10	7	70%	28	0	0
MSC	7	7	100%	20	0	0
Medical	45	21	47%	86	0	0
BSC	16	12	75%	37	0	0
Chaplain	9	7	78%	19	0	0
JAG	36	22	61%	58	0	0



# FY04 AF Reserve SelRes Colonel Board



## Line Selects: PRF Rankings





# FY04 AF Reserve SelRes Colonel Board



~~Line Non-Selects: PRF~~

221 Line Non-Selects w /  
DP





# FY04 AF Reserve SelRes Colonel Board

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## Line - Quality Combinations

	<u>Eligibles</u>	<u>Selects</u>
<u>%</u>		
DPs	423	202
	48%	
DP+SSS	389	202
		52%
DP+SSS+Mast>	261	137
	52%	
DP+SSS+Mast>	87	58

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67% *Integrity - Service - Excellence*

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**Help**



# Help Needed

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- **OPR Timeliness**
  - Goal is 100% currency
  - Closeout >90 days and not in file is LATE
  - Most recent performance/accomplishment not part of record
  
- **PRFs Missing**
  - No member due a PRF should meet the Board without one
  - ARPC “elevates” tracking to get PRFs in file

**Missing documents may be grounds  
for Special Selection Board -- a \$30K  
cost**

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# Summary

- Demystify the promotion process
- Recognize your people
- Individuals have responsibilities
- Accurate, documented OPRs and PRFs
- Promotion boards consider the entire record
- It doesn't matter how good a Reservist is if the record doesn't convey the message  
*Integrity Service Excellence*